

**FRIENDS OF THE CUMBRES & TOLTEC BOARD OF DIRECTORS MEETING, OCTOBER 25<sup>TH</sup>, 2019.  
HELD AT THE COLORADO SPRINGS RADISSON AIRPORT HOTEL, COLORADO SPRINGS, CO**

**Call to order: Chairman Don Stewart** Called the meeting to order at 8:30AM, MDT.

**Present:** Don Stewart Chairman, Caroline Tower, Vice Chairman, Tim Tennant President and CEO, Warren Smalley, Secretary, John Eng, Greg Coit, Ian Kelly, Jim Herron, Scott Hardy, Wayne Huddleston, Dan Pyzel, Ed Beaudette, John Ferrell.

**Absent:** Bill Lock, Russ Hanscom.

**Guests:** Brad Lounsberry, Bill Kepner, Fuzzy Anstine.

**President's Report:** Tim Tennant, President and CEO:

RR and Commission items:

- The RR Commission Meeting will be Saturday, November, 2<sup>nd</sup>. 9:00 AM at the Chama Village Chambers. The HPCC meeting will be Friday, November 1<sup>st</sup>, 2019.
- The Railroad had locomotive 168 out on several test runs in Antonito, including a special trip to Lava tank and return on Monday, October 14<sup>th</sup>. Stathi Pappas reports that the 168 operated well during these initial trials.

Friends Items:

- We received the final distribution of \$50,067.85 from the Walter W. Duncan estate which came from an IRA he had at Morgan Stanley. It is another unrestricted gift. We have received a total of \$113,371.22 from Walter's estate. Previous gifts from him were in the amounts of \$36,250.00 and \$27,053.37.
- Another final distribution of \$4,187.33 from the Richard S. Higgins Revocable Trust. This was also an unrestricted gift. The initial distribution was in the amount of \$45,325.33.
- The Friends were recognized as the Chama Valley Chamber Business of the month and presented with a plaque on Friday, September 20<sup>th</sup> in a ceremony at the depot.
- On October 1<sup>st</sup> Tim was the guest speaker at the Albuquerque Sandia Rotary Club meeting over the lunch hour and presented the "Marshall plan" to the group There were 20-25 in attendance. Tim also distributed copies of the Dispatches, Member Brochures, and C&TS train schedules.
- Rich Muth has accepted the role of Docent Manager and will oversee the group to ensure scheduling and recruitment moves forward. The Docents met in September and indicated Rich was a good choice. He lives in Chromo full time and so is close to Chama. He informed the railroad that he would no longer serve as a brakeman in order to devote full time to the docent program.

**Presidents Report, (cont'd).**

- Lectrosomics of Albuquerque maintains the docent's sound systems. As a thank you we hosted 12 of their employees for a caboose charter on Saturdays, October 12<sup>th</sup>. Hank Morris and Rich Muth rode along with the group and they had a terrific time. Several were aboard as the system on the Chama train malfunctioned. Rich and Hank discussed these issues with them during the trip.
- Boy Scouts of Albuquerque recognized the Friends for their sponsorship of a Railroading Merit Badge at their Board Meeting in Albuquerque on September 26<sup>th</sup> and discussed participation with Troop participation during the 2020 work sessions.

- Tim and Judy Tennant will staff the display table at the 'Rails along the Rio Grande' on November 23<sup>rd</sup> and 24<sup>th</sup> at Balloon fiesta Park in Albuquerque. Bill Kepner and Ray Hoppes will staff a table at the Rocky Mountain Model RR show on November 30<sup>th</sup>/December 1<sup>st</sup>. thanks to all for their efforts in our behalf.
- Don Atkinson reported that 37 members took part in the special work sessions involving the Rotary OY Restoration Project. Thanks to those participation as the RR hopes to operate it during a photo charter early next spring. There were also some first-time work session attendees!
- We crossed the 30,000-image mark on processing the Dorman Collection, are working on the John West images and will be starting on the Ernie Robards Collection in the next couple of months. A big thanks to Wes Pfarner, Dave Ryerson and Richard Lind, the three Friends members doing the heavy lifting on these projects.
- Tim summarized the year by saying "thanks to everyone for their unflagging efforts and support".

**Membership report:** Greg Coit- Membership chairman.

- ✓ We had a lengthy discussion of the website. Improvements are extensive, including; reducing text, more pictures, mobile phone friendly, showing equipment and structure projects to show more examples of what the 'Friends' do.
- ✓ Who is it we want to reach? i.e. who is our target; Friends members, first timers to the web site, potential new members, railfans, recently retired folks?
- ✓ The committee met three times and are passionate and motivated. Long term trends they are trying to achieve-involving Chama people, more use of docents, Xmas train volunteers, presentation of the 'Marshall Plan, presented to business groups- some articles in progress are: 'working on the OY, and historic trains. (a detailed copy of Greg's report is on file at the Friends office

**Financial Report:** Tim Tennant. President and CEO.

- Through 9 months we are in OUTSTANDIND FINANCIAL POSITION!
- Total Support and Revenue are at \$437,548 **over** projections through September.
- This year we are at **\$879,758**. Last year we were at \$519,502. This represents a \$360,256 increase.
- Expenditure control has been sound throughout the year. Overall, we are \$44,893 under budget on expenditures through 3<sup>rd</sup> Q.
- Recapping the P/L Statement through 3<sup>rd</sup> Quarter 2019 is \$329,125 in the black which is \$414224 over forecast. Last year we were in the red by \$71,872. This is a swing of \$400,997 in the positive direction form one year ago.
- SORFA took in \$183,776 in contributions YTD and have expended \$214,964 so far. Current asset Balance is \$432,326. John Eng, project Chairman is doing an excellent using incoming money for projects.
- BALANCE SHEET continues to be very strong given the influx fo contributions during the year. Total Liabilities and Net assets are \$1,897,331 compared to \$1,330,777 on September 30<sup>th</sup>,2018.
- DETAILED CASH BALANCES- our cash balances look very robust as a result of the good year we are having. Unrestricted cash stands at \$240,138 vs. negative \$61,903 at this time in 2018. Overall cash available is \$1,012,115 vs, \$456,576 on September 30<sup>th</sup>, 2018.

- In closing Tim stated that “In the time he’s been here, we as an organization have not been in such a financially secure position as at this time of the year. Our P/L is strong as is our SORFA Balance Sheet and Cash Balances!”.
- A lot of things came together to produce these fine results. We won’t budget or expect these kinds of results for next year.
- (see Tim’s 9-page Financial Report presented at the BOD meeting for details).

**Development Committee Report:** Caroline Tower, Vice Chair and Chair of the Development Committee.

- PNGPF has taken in \$1,386,000 since its inception and \$150,413 YTD.
- Grants- we did not hear back from the Rocky Mountain Rail Historical Society this year. (They tend to support smaller organizations and it may be that we have outgrown that definition).
- CRF Antonito- we need to put together a budget- the next application date is March.

**Interpretation Report:** John Ferrell, Interpretation Chair.

- The sign Garden is progressing nicely,
- The ‘On-Cell’ project for the yard tours is being implemented.
- There was a RR museum in Antonito that closed last year. Plans are to re-open it next year.
- CRF in Antonito- plans are to make it more accessible with a walking path between the CRF and the parking lot.
- Inserts are planned for the walking tours for “Along the e Rails”.
- The property now has Hi-speed internet and could be used for cameras, description of various cars, i.e. cook car, etc.

**Collections Committee:** Dan Pyzel, Chairman.

- ✓ Flat car 9549, the “Sandia High School car” is stored at the CRF as an idler flat to be used in a pipe train.
- ✓ We can now get ‘brasses’ from the 2926 Restoration Group in Albuquerque who have built a foundry. This will be cheaper than our current sources.
- ✓ Boxcar hardware from the car in a field near Sanford, CO; (west of La Jara) home of a former D&RGW engineer amongst lots of other scrap- the owner is not friendly to the Friends; so we will possibly deal at a later date with his heirs.
- ✓ There are four cars in Alva, OK Oklahoma that are worth more for their hardware than as artifacts.

**Projects Committee:** John Engs, Chairman.

- Projects 1177 and 1331 involve re-pointing of the Lava Pump House and rebuilding of the roof structure and installing a new roof. John made an excellent visual presentation of the work being done- installing fireproof shingles, repairing the roof vent in the center of the building involved some real craftsmanship.
- Project 1005 is repairing the car inspector’s house at Cumbres Pass. Complicating the project involved stabilizing the earth which was shifting. Fixing that required the pouring of a concrete foundation. We are about ready to re-assemble the building. The goal when finished is to re-furnish the building to represent it as it looked when people lived there, as recently as the 1960’s! The original foundation was sandstone.

- John next showed us a life line device used for protecting people working at 6' or higher. It works on the same principle as a barn door. It is attached to a lifeline and harness. He requested \$30,000 for materials for a double line system or a single line system for \$15,000. This would consist of a single track rigid life line protection system. John proposes one for the CRF.
- Covered Storage- It is proposed to build covered shelter west of the CRF consisting of a steel structure 60' wide x 22' high x by 45' long. There will be no bracing or horizontal trusses below the 14' level. Materials would be \$22,000.
- He has lined up some potential donors and commitments for this purpose.

**M/S Tower/Coit to approve the concept of a building extension the west side of the CRF and to get estimates, of costs and bring back to the BOD at the spring Meeting (U).**

**M/S Tower/Coit to gather cost estimates to build and install a safety rail harness for the CRF (U).**

**M/Stewart/Smalley to approve the 2020 restoration Project Plan and Schedule as presented by John Eng. (U). (Separate note) We need site and team leaders!**

**50<sup>th</sup> Anniversary Events Plan Cumbres & Toltec Scenic RR:** presented by John Eng, Director.

- Kickoff- February 28<sup>th</sup>/March 1st 2020, Rotary OY will be running over parts of the line. There will also be a dinner and a night photo charter event. 500 people are on the waiting list as of now, with 150 scheduled to be on motor coaches following the train on highway 17. The highway will be closed to regular traffic during the time of the run. It is planned to bus everyone on the trip. There will be photo run by stops. There will be photo lines set up at the photo stops and monitors will be present.
- Opening day will feature a mixed train trip by the 168 from Antonito.
- 1<sup>st</sup> of July will showcase the 'Galloping Geese'.
- 50<sup>th</sup> anniversary Gala 8/20-30<sup>th</sup> features 19<sup>th</sup> century attire and themes (these are the F1 and F2 sessions-a 10-day celebration in Antonito first and then the second three days in Chama. Antonito will feature the 1800's restored wood burner and demonstrations of the pile driver and derrick car, tours, demos and an information booth. Most of these activities will take place in and around Antonito during 8/20-27<sup>th</sup>, 2020. On the Chama side activities will be in the 8/27-8/30, 2020-time frame and will feature 19<sup>th</sup> century attire, working displays of the coal tippie and sand house; mixed freight specials, demos, show and tell and tours along with information booths.
- The Friends will be involved heavily in all activities and we'll need to have 'all hands-on deck' to provide staffing for all displays, demos, yard cleanup, yard tours, preparation of freight equipment and painting, as well as motor car prep, etc.
- Caution: none of these activities are set in stone and are subject to change depending on what the Railroad's needs are. More information will be made available as spring and summer approach.

**New Business:** Brad Lounsberry, Safety Officer of the C&TS RR:

- Brad updated us on several items. 1st aid stations have been established, complete with AED's; Chama and Antonito have established formal safety committees.
- To date, safety related incidents have mostly been minor with one major incident: there were three minor eye injuries, involving foam blasting of paint, and failed cribbing in a corner of a car

being worked on. The major incident involved an individual entering a closed space i.e. a tank car without a 'closed space supervisor' present. This is a potentially life-threatening situation. Special permits are required for entering enclosed spaces like the tank car. Following the incident there was a full review and appropriate action was taken.

- Blue Flag Laws: These must be taken down after the operation is complete. Otherwise the equipment cannot be moved. (The person who place the Blue Flag must also remove it).

**Old Business:** Strategic Planning: General Discussion relating to Membership and work Session Attendance (continued from the June BOD meeting). Don Stewart, Chairman: Should we hire a part marketing person or rely on independent firms to do this function? Secondly, (On the recent Chama futures Questionnaire this was Question #7 and generated a wide range of responses).

- ✓ These responses ranged from short term to long term plans. Short term plans involved restoring historic equipment, finalizing the East extension of the CRF, covering the two reefer storage cars, safety harnesses in the CRF, a west extension of the CRF and Fire protection i.e. a dry pipe sprinkler system for the CRF. Antonito work site is more productive than Chama- reasons being don't have to walk far to get needed tools, lunch, and shelter when it rains (can keep working).
- ✓ Longer term plans involved: Should we have a CRF in Chama? (away from the yard). A CRF in Chama would double the need for facilities i.e. carpenter shop; might encourage the RR to move all of our facilities into the CRf and might lose the camaraderie we see in Chama. It is a + for tourists to see us working in the yard in Chama.
- ✓ At this point we decided to set up a committee to prioritize short- and long-term suggestions for the future of a CRF in Chama. It was pointed out that we owe the membership answers by the Board meeting in March.
- ✓ Another committee is needed to address the marketing issue and increasing membership. The starting point would be the Strategic Plan that was written of which Tim Tennant has copy in the Friends office and he will send a copy of that to the BOD.
- ✓ John Engs volunteered to lead the committee to answer Q7-long- and short-term plans for the future of Chama.

**M/S Engs/Beaudette to form a committee to address Short- and Long-term Plans for Chama CRF (U).**

**Marketing and Membership issues:**

- ✓ Director Scott Hardy presented us with an 11-page report titled "Friends Projects- What Can We Do?". It summarizes that with our current volunteer level we can *at best preserve 50-60 cars! This translates to 40-50% of the contributing Asset Cars.* ((emphasis mine-ed). So, the question then becomes what does the RR want us to do and what can the Friends do? This drives the question of how we recruit more members?
- ✓ At this point the Board then turned their focus to whether we should hire a part time marketing person or rely on independent marketing firms to develop more members.
- ✓ It was decided that we should develop a job description of what we want done and THEN develop the RFP.
- ✓ Greg Coit, Bill Kepner, and Ian Kelly volunteered to be members of this committee.

**M/S Tower/Pyzel to grant the Executive Committee authority to act on the marketing issue.**

**Old Business:** Director Scott Hardy reminded us we need to develop advertising of the 50<sup>th</sup> Anniversary Celebration so we have enough volunteers to help with this summer's festivities. All Agreed.

**Motion to adjourn M/S Tower/Smalley to adjourn. (U). Meeting Adjourned at 2:30 PM.**

**Respectfully Submitted**

**Warren Smalley, Secretary**